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WHAT HAPPENS TO IOWA SUPERINTENDENTS AS A RESULT OF
LOCAL SCHOOL DISTRICT REORGANIZATION

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Robert I. Glass
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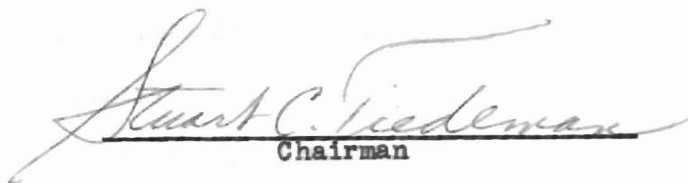
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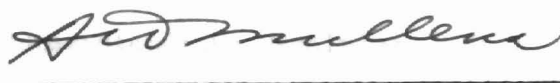
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CHAPTER I

INTRODUCTION

In the opinion of the investigator school district reorganization in Iowa is probably the first problem that lay people and educators have to face today in providing a broad educational program for youth at a minimum per pupil cost. Although progress in reorganization in Iowa was slow prior to 1951, it has increased rapidly during the past few years.¹

I. STATEMENT OF THE PROBLEM

It was the purpose of this study to determine what actually happens to the superintendents who are displaced as a result of local school district reorganization in Iowa. Does reorganization place their professional status as administrators in jeopardy? An attempt was made to answer the following additional specific questions: Does the displaced superintendent (1) become superintendent of the newly reorganized district? (2) become principal of one of the schools involved in the reorganization? (3) become a classroom teacher in one of these schools? (4) become a superintendent, principal or classroom teacher of a school that is not directly involved in the reorganization? (5) receive a comparable salary after reorganization?, or (6) enter into some other type of work or profession?

¹ John G. Shultz, "A Review of School District Reorganization in Iowa, January 1, 1951 to July 1, 1955" (State of Iowa: Department of Public Instruction, July, 1955).

II. IMPORTANCE OF THE STUDY

What are the employment opportunities for superintendents whose districts are absorbed by reorganization? Local superintendents are in a position of leadership in relation to the study of reorganization possibilities. The extent to which this leadership is exercised has sometimes depended upon their chances of retaining or improving their position and status.

This study was conducted to provide valid information or data to answer the question: What happens to superintendents of schools involved in reorganization?

III. PROCEDURES

A list of reorganized districts where two or more superintendents were involved was obtained from the files of the State Department of Public Instruction, Des Moines, Iowa. Present addresses of superintendents were obtained from the Iowa Educational Directory,¹ the Iowa State Education Association, and in some cases, from regional consultants in the Department of Public Instruction.

This study covered a period of approximately six years and six months. The first phase of the study was confined to reorganizations that became effective on or before July 1, 1956; the second phase included reorganizations that became effective on July 1, 1957. In all, 101 superintendents were investigated.

¹State of Iowa, Department of Public Instruction, Iowa Educational Directory 1954-1955 (Des Moines, Iowa: Department of Public Instruction, 1954).

In order to determine what happened to the 101 superintendents a questionnaire was prepared. The questionnaire was constructed to obtain answers to the six basic questions discussed in the statement of the problem on page one of this report. A copy of the cover letter and the questionnaire may be found in the appendix. Several consultants in the State Department of Public Instruction, Des Moines, Iowa, studied the questionnaire to determine its validity.

On December 6, 1956, fifty-one letters and questionnaires were mailed to the affected superintendents to obtain data for the first phase of the study. A year later, December 6, 1957, fifty more superintendents were contacted with the same questionnaire to obtain data for the second phase of the study. Ninety-four of the 101 questionnaires were returned, a response of 93 per cent.

Tabulations of returns from the first phase of the study were made and two tables were prepared. Table I shows age, training, experience, position and salaries of Iowa public school superintendents remaining in the same school district after reorganization, as of July 1, 1956. Table II shows age, training, experience, position and salaries of Iowa public school superintendents accepting positions in other locations after reorganization, as of July 1, 1956.

In order not to reveal names of superintendents involved in this study, a number was assigned each superintendent as shown in Tables I, II, III and IV.

In tabulating returns for the second phase of the study, Tables III and IV were prepared. Table III shows age, training, experience, position and salaries of Iowa public school superintendents remaining

in the same school district after reorganization, July 1, 1957. Table IV shows age, training, experience, position and salaries of Iowa public school superintendents accepting positions in other locations after reorganization, July 1, 1957.

IV. LIMITATIONS

The results of this study may be limited due to the following factors: (1) less than 100 per cent return on the questionnaire, with the possibility that the seven superintendents not returning the questionnaire were dislocated, (2) subjectivity of responses where personal opinion was involved, (3) the fact that the study included only those reorganizations where two or more superintendents were involved, and (4) the fact that the study did not include those superintendents in the larger cities that absorbed only rural areas through reorganization.

V. DEFINITION OF TERMS

In order to develop throughout the study a desirable degree of uniformity and clarity, the following definitions of terms were adopted:

Reorganization. Reorganization is the combining of two or more high school districts, and possibly some rural districts, into one new unit or district.

Superintendent. The superintendent is the individual whose primary function it is to supervise and carry out administrative duties for his local school district. In some cases he does actual classroom teaching.

Principal. The principal is the individual whose main function is supervision with minor administrative duties. He usually handles the disciplinary problems and ordinarily does some teaching in addition to his duties as principal. There is no longer such a position as an acting principal.

Classroom teacher. A classroom teacher is a person who devotes most of his time to actual teaching of the academic subjects in a classroom situation. He sometimes supervises a study hall and is often called upon by the principal to handle one or more extra-curricular activities.

School district. The term "school district" is used to designate a political or geographical division of territory within a state, created for the purpose of maintaining and administering a system of public education.

Consolidation. For all practical purposes, consolidation means the same as reorganization. "Consolidation" is now obsolete in legal terminology and has been replaced in the Code of Iowa by the word "reorganization."

VI. HISTORICAL BACKGROUND OF REORGANIZATION

In the opinion of the investigator, the small school district which once served the pioneer American neighborhood is obsolete. It cannot provide a satisfactory educational program in that it lacks financial resources, equipment, and personnel. This point of view was shared by Dawson, Reeves and others:

School district reorganization is imperative. It is imperative for the simple reason that a large majority of the school districts now operating in this country cannot give people the kind of educational programs they need to deal with the complex problems of present-day life or adequately prepare youth to cope with the problems of the future.¹

Small school districts have found it difficult to attract and keep well qualified teachers. The larger city schools can offer them more favorable working and living conditions, higher salaries and more secure tenure.²

As early as 1837, Horace Mann advocated the re-establishment of the town system of school districts in Massachusetts and said that the greatest calamity that had happened to public education in Massachusetts was the establishment of common school districts.³

When state aid was provided for consolidated schools in 1913,⁴ Iowa experienced a strong district consolidation movement. This movement came to an abrupt end in the early 1920's because of unfavorable economic conditions in farm areas.

In 1945, the General Assembly of Iowa adopted a new, statewide reorganization law which has been modified by subsequent legislatures for the purpose of stepping up progress in desirable school district reorganization.

¹ Howard A. Dawson, Floyd W. Reeves and others, Your School District (Washington: National Education Association, Department of Rural Education, 1948), p. 15.

² Ibid., p. 19.

³ Howard A. Dawson, "Trends in School District Reorganization," The Phi Delta Kappan, XXXII, No. 7 (March, 1951), 303.

⁴ Supplement Code of Iowa, 1913, Section 2794-b, c, d, State of Iowa, 1913.

The first section of this law stated that:

It is hereby declared to be the policy of the state to encourage by the granting of state aid the reorganization of school districts into such units as are necessary, economical and efficient and which will insure an equal opportunity to all the children of the state.¹

Although the reorganization law of 1945 was amended in 1947,² little progress was made; and in 1951 it was again amended.³ In 1947 and 1951 little reorganization was accomplished.

In 1951 the General Assembly reinstated other former methods for effecting new districts and new districts were again formed under the consolidation act.⁴ Under the provisions of the consolidation act a number of new districts were formed between 1951 and 1953.

In 1953 the Fifty-fifth General Assembly enacted a new reorganization law and repealed all the old processes for changing district boundary lines. This act became effective on May 1, 1953.⁵ It included a minimum standard of 300 pupils (kindergarten through grade twelve). The voting procedure was difficult and unsatisfactory since it provided that every district or portion thereof vote separately and it further provided that the new district carried if 75 per cent of the districts voted favorably and if the combined vote were favorable, but those districts that voted unfavorably were not included in the new district.

¹Volume I, Code of Iowa, 1950, Chapter 275.1.

²The Laws of the Fifty-second General Assembly, Chapter 150, S.F. 392, State of Iowa, 1947.

³The Laws of the Fifty-fourth General Assembly, Chapter 94, S.F. 203, State of Iowa, 1951.

⁴Ibid.

⁵The Laws of the Fifty-fifth General Assembly, Chapter 117, H.F. 229, State of Iowa, 1953.

As a result of this voting procedure: (1) voters could not always foresee the actual boundaries of the ultimate district, and (2) some new districts contained non-contiguous area.

From 1951 to 1956, over 200 new districts had been created and 120 of these districts were the community type formed under the provisions of the new act since May 1, 1953.¹ The community type district has been the most common one brought about by the reorganization in recent years according to C. O. Fitzwater of the United States Office of Education.

By far the most common type of local district resulting from reorganization in recent years is what is commonly termed a community unit. Such districts are formed on the basis of socio-economic patterns of association which local people naturally tend to follow in their day-to-day activities. The vast majority contain a trading center, usually a village or small city, and include the surrounding countryside from which people come to trade and to engage in social activities. The boundaries of such districts are seldom coterminous with those of the county. Most usually their territory includes only a part of one county but frequently parts of more than one.²

The voting procedure was amended by the Fifty-seventh General Assembly in 1957 and provided that a new district is created if 75 per cent of the districts vote favorably and if the total majority vote in all districts is favorable. This amended method provides for an "all or nothing principle." In other words, if a new district is formed, it contains all the area proposed in the proposition on the ballot.

In 1957 the Fifty-seventh General Assembly passed a reorganization law requiring that all area of the state shall be in a twelve grade school district by July 1, 1962.

¹Shultz, "A Review of School District Reorganization in Iowa, January 1, 1951 to July 1, 1955," op. cit.

²H. Beem, "General Trend As Summarized by C. O. Fitzwater of the United States Office of Education," Elementary School Journal (January, 1954), 6-7.

It is further declared to be the policy of the state that all the area of the state shall be in a district maintaining twelve grades by July 1, 1962. If any area of the state is not in such a district by July 1, 1962, it shall be attached by the county board of education to some such district, provided, however, that such attachment has the approval of the state board of public instruction before becoming effective and the full payment of the agriculture land tax credit as provided for in chapter 426, Code of Iowa, has been made for at least one year prior to July 1, 1962.¹

J. C. Wright, State Superintendent of Public Instruction, contended that:

School patrons in Iowa are, however, beginning to approve reorganizations of their local districts at a record rate. This excellent progress in solving our most critical public school problem is largely due to the constructive leadership of county and local administrators and school boards, teachers, and informed lay citizens.²

¹Volume I, Code of Iowa, 1958, Chapter 275.1.

²J. C. Wright, State Superintendent of Public Instruction, "Progress Report On School District Reorganization In Iowa, School Years 1954-1955 to 1957-1958" (Des Moines, Iowa: 1957).

CHAPTER II

PRESENTATION OF DATA

I. FIRST PHASE OF STUDY: SUPERINTENDENTS REMAINING IN SAME SCHOOL AFTER REORGANIZATION

The first phase of this study concerning what happens to superintendents who are displaced as a result of school district reorganization was confined to those reorganizations that became effective on or before July 1, 1956. As indicated in Table I, a total of thirty superintendents remained in the same school district after reorganization. Fifteen remained as superintendents, three as assistant superintendents, and twelve as principals. The ages of these superintendents ranged from thirty to sixty-nine, an average age of 46.4 years. They averaged 13.8 years as superintendents, with a range of one to thirty-nine years of administrative experience. These superintendents also averaged a total of 22.5 years' teaching experience, with a range of seven to forty-two years. The average increase in salary for the twenty-nine superintendents reporting was \$567.00. The salaries of the twenty-nine reporting ranged from \$4,500.00 to \$7,200.00 before reorganization and from \$5,700.00 to \$8,500.00 after reorganization. The salary of one superintendent was not reported. Twenty-two superintendents increased their salaries, two decreased and five stayed the same.

The average increase in salary of the fourteen reporting superintendents, remaining superintendents after reorganization, was \$846.00 as compared with \$716.00 for the three who became assistant superintendents and \$229.00 for the twelve who became principals.

Fourteen of the fifteen men remaining as superintendents held master's degrees. Six of the fourteen had completed work beyond the master's degree.

One who remained as superintendent held a bachelor's degree and fifteen semester hours of graduate credit.

The average age of these fifteen superintendents was 44.8 years, ranging from thirty-four to fifty-eight years.

The three superintendents who became assistant superintendents increased their salaries by an average of \$716.00. Their salaries ranged from \$4,700.00 to \$5,350.00 before reorganization and from \$5,350.00 to \$6,250.00 after reorganization. Two of these assistant superintendents held master's degrees with college hours beyond the master's degree. The third assistant superintendent held a bachelor's degree with at least fifteen semester hours of graduate work. Their ages ranged from thirty to sixty-five, an average of 51.6 years. Two of these assistant superintendents increased their salaries whereas one stayed the same.

There were twelve superintendents who remained in the same school district after reorganization as principals. Their average increase in salary was \$229.00. Their salary range was from \$4,800.00 to \$6,100.00 before reorganization and \$5,000.00 to \$6,500.00 after reorganization.

Seven of the twelve principals held master's degrees with hours completed beyond the master's degree. Two held master's degrees only and three held bachelor's degrees with thirty or more semester hours of graduate credit.

TABLE I

AGE, TRAINING, EXPERIENCE, POSITION AND SALARIES OF IOWA PUBLIC SCHOOL
SUPERINTENDENTS REMAINING IN THE SAME SCHOOL DISTRICT AFTER
REORGANIZATION, AS OF JULY 1, 1956

Identity	Age	Training					Experience		Remained in Same School After Reorganization As:			Annual Salary	
		BA	BA Plus 15 Sem- ester Hours	BA Plus 30 Sem- ester Hours	MA	MA and Above	Total Years Teach- ing	Total Years As Superin- tendent	Superin- tendent	Assistant Superin- tendent	Prin- cipal	Before Re- organiza- tion	After Re- organiza- tion
1	65		X				36	18		X		*\$4,100	*\$5,200
2	56			X			29	16			X	* 4,800	5,600
3	30					X	8	1		X		* 4,600	* 5,650
4	53					X	30	28	X			* 5,250	* 6,100
5	43				X		21	7	X			* 6,000	* 6,600
6	37				X		14	5	X			6,000	7,000
7	52				X		30	24	X			6,750	7,000
8	55					X	31	23			X	5,160	5,260
9	33					X	9	2			X	* 5,400	6,000
10	58		X				34	19	X			* 4,800	* 4,800
11	52			X			27	12			X	6,100	6,050
12	36					X	10	8	X			* 5,300	* 5,800
13	61					X	35	20			X	5,000	5,000
14	45				X		27	17	X			6,200	7,000
15	38			X			11	8			X	4,800	5,000
16	34					X	10	2			X	* 4,750	* 5,250

*Indicates additional \$600, for housing facilities, as estimated by State Department of Public Instruction.

TABLE I (continued)

Identity	Age	Training					Experience		Remained in Same School After Reorganization As:			Annual Salary	
		BA	BA Plus 15 Semester Hours	BA Plus 30 Semester Hours	MA	MA and Above	Total Years Teaching	Total Years As Superintendent	Superintendent	Assistant Superintendent	Principal	Before Reorganization	After Reorganization
17	42				X		18	13			X	*\$4,700	*\$5,225
18	48					X	24	18	X			6,050	6,500
19	60					X	42	23		X		5,350	5,350
20	50				X		28	26	X			7,200	8,500
21	30				X		7	3			X	* 5,000	* 5,000
22	35				X		11	5	X			* 5,500	7,200
23	54				X		27	22	X			5,800	6,800
24	48				X		26	14	X			5,100	7,000
25	52					X	30	7			X	5,400	5,380
26	40					X	16	5	X			4,500	5,700
27	39					X	11	7	X			**	**
28	48					X	25	18			X	5,200	6,500
29	34					X	9	4	X			5,300	6,000
30	64					X	41	39			X	6,000	6,000

*Indicates additional \$600, for housing facilities, as estimated by State Department of Public Instruction.

**Not reported.

The ages of these twelve principals ranged from thirty to sixty-four, an average of forty-seven years.

Seven principals increased their salaries, two decreased and three stayed the same.

II. FIRST PHASE OF STUDY: SUPERINTENDENTS TAKING POSITIONS IN OTHER LOCATIONS AFTER REORGANIZATION

Table II refers to those superintendents who accepted positions in other locations after reorganization as superintendents, principals, classroom teachers, and those who entered into some other occupation.

A total of nineteen superintendents accepted positions in other locations after reorganization. Twelve went into a superintendency again; one took a position as principal; two went into classroom teaching. Of the other four superintendents involved, one accepted a position with the State Department of Public Instruction as a Regional Consultant; one took a year's rest; one was unemployed at the time his questionnaire was completed; and one was farming. The nineteen superintendents' ages ranged from thirty-three to sixty-nine, an average of 51.8 years. The nineteen superintendents averaged 16.8 years' experience as superintendents, with a range of two to thirty-five years.

The average increase in salary of the fourteen superintendents reporting was \$560.00. As Table II indicates, two superintendents did not report their salaries after reorganization, so they could not be figured in the average increase in salary. Three men did not report. These three entered a profession other than teaching.

Eleven superintendents increased their salaries, one decreased and two stayed the same.

Two of the twelve superintendents that accepted positions in other locations as superintendents did not report a salary after reorganization and they were not figured in the salary average.

The average increase in salary of the ten superintendents reporting that accepted positions in other locations as superintendents was \$582.00. One superintendent that became principal increased his salary \$1,325.00. As for the two superintendents that became classroom teachers, one increased his salary \$600.00 whereas the other decreased his \$1,100.00. The salaries of the twelve superintendents reporting ranged from \$4,000.00 to \$5,800.00 before reorganization and of the ten superintendents reporting their salaries after reorganization, the range was from \$5,000.00 to \$6,300.00.

Nine of the twelve superintendents held master's degrees, with four having completed work beyond the master's degree.

Two superintendents held a bachelor's degree with fifteen semester hours of graduate work. The other superintendent held a bachelor's degree with thirty semester hours of graduate work.

The average age of the twelve superintendents was 49.3, with a range of thirty-three to sixty-nine years. Eight of the ten superintendents reporting increased their salaries and two stayed the same.

There was one superintendent who accepted a position as principal in another location. His salary was increased by \$1,325.00, from \$4,400.00 before reorganization to \$5,725.00 after reorganization. He was the holder of a master's degree. This superintendent was forty-five years of age with a total of twelve years' teaching experience, two years as superintendent.

TABLE II

AGE, TRAINING, EXPERIENCE, POSITION AND SALARIES OF IOWA PUBLIC SCHOOL
SUPERINTENDENTS ACCEPTING POSITIONS IN OTHER LOCATIONS AFTER
REORGANIZATION, AS OF JULY 1, 1956

Iden- tity	Age	Training				Experience		Accepted Position In Another Location After Re- organization As:				Annual Salary		
		BA Plus 15 Sem- ester Hours	BA Plus 30 Sem- ester Hours	MA Above	MA	MA and Above	Total Years Teach- ing	Total Years As Superin- tendent	Superin- tendent	Prin- cipal	Classroom Teacher	Other	Before Re- organiza- tion	After Re- organiza- tion
31	60		X			39	35							
32	65	X				41	35	X					\$6,000	
33	52		X			29	16	X					5,000	
34	45			X		12	2		X				4,400	
35	68					26	26						3,700	
36	60					27	23					Year's Rest	5,400	
37	55					23	17						5,400	
38	33					7	2	X					5,000	
39	34					11	4	X					5,400	
40	57	X				32	26					Presently Unemployed	5,200	
41	53				X	27	20	X					5,200	
42	52			X	X	29	16	X	X				5,000	

*Not reported.

**Indicates additional \$600, for housing facilities, as estimated by State Department of Public Instruction.

TABLE II (continued)

Identity	Age	Training					Experience		Accepted Position in Another Location After Re- organization As:				Annual Salary		
		BA	BA Plus 15 Sem- ester Hours	BA Plus 30 Sem- ester Hours	MA	MA and Above	Total Years Teach- ing	Total Years As Superin- tendent					Superin- tendent	Prin- cipal	Classroom Teacher
43	48		X				23	13					Farming	\$5,700	*
44	59				X		30	25	X					4,800	\$5,320
45	69				X		34	25	X					4,800	** 5,000
46	50		X				27	17	X					** 3,400	***
47	37					X	11	6	X					5,000	5,400
48	49				X		18	7	X					5,800	5,800
49	39					X	12	6	X					4,100	5,600

*Wage considerably less after reorganization.

**Indicates additional \$600, for housing facilities, as estimated by State Department of Public Instruction.

***Not reported.

Two superintendents accepted positions in other locations as classroom teachers. One decreased his salary by \$1,100.00 and the other increased his salary by \$600.00. Both men held master's degrees and had completed hours beyond that point. The former was sixty-eight years of age with a total of twenty-six years' teaching experience. The latter was fifty-five years of age, with a total of twenty-three years' teaching experience.

III. SECOND PHASE OF STUDY: SUPERINTENDENTS REMAINING IN SAME SCHOOL AFTER REORGANIZATION

The second phase of this study concerns the status of superintendents in those reorganizations that became effective on July 1, 1957. As indicated in Table III, a total of thirty superintendents remained in the same school after reorganization. Sixteen remained as superintendents, ten as assistant superintendents, three as principals and one as a classroom teacher. The ages of these superintendents ranged from twenty-nine to sixty, with an average age of forty-three years.

These thirty superintendents averaged 11.7 years as superintendents, with a range of one to thirty-two years. The average increase in salary of the thirty superintendents was \$622.00.

The sixteen superintendents remaining as superintendents averaged an \$865.00 increase in salary as compared with \$432.00 for the ten assistant superintendents, a \$300.00 average for the three principals and a \$400.00 decrease for one superintendent who remained as a classroom teacher. The salaries of these superintendents ranged from \$5,200.00 to \$8,000.00 before reorganization, and from \$5,850.00 to \$9,000.00 after reorganization.

Fifteen of the sixteen superintendents held master's degrees; eight having completed work beyond the master's degree. The sixteenth superintendent held a bachelor's degree with thirty semester hours of graduate work completed toward a master's degree.

The average age of these sixteen superintendents was 42.6 with a range of twenty-nine to sixty years. Twenty-three of the thirty superintendents reporting increased their salaries, one decreased and six stayed the same.

The ten assistant superintendents increased their salaries by an average of \$442.00. Their salaries ranged from \$4,800.00 to \$6,900.00 before reorganization, and \$5,350.00 to \$6,900.00 after reorganization.

Eight of the ten assistant superintendents held master's degrees; four had completed work beyond the master's degree. The ninth assistant superintendent held a bachelor's degree with fifteen semester hours of graduate work and the tenth assistant superintendent held a bachelor's degree with thirty semester hours of graduate work. The average age of these superintendents was 40.2, with a range of twenty-nine to fifty-four years. Five of the ten assistant superintendents increased their salaries and five remained the same.

There were three superintendents that remained in the same school district as principals. The average increase in salary of these superintendents was \$300.00. Their salaries ranged from \$5,300.00 to \$6,200.00 before reorganization and \$5,600.00 to \$6,600.00 after reorganization.

All of the three superintendents remaining in the same school district as principals held master's degrees; one had completed work beyond the master's degree.

The ages of these three principals ranged from forty-two to sixty with a mean of fifty years of age. These three principals averaged 16.3 years as a superintendent, with a range of five to thirty-two years. All three principals increased their salaries after reorganization.

One superintendent remained in the same school district as a classroom teacher. The salary of this superintendent was decreased by \$400.00. Before reorganization his salary was \$5,100.00 and after reorganization, the salary was \$4,700.00. This superintendent was fifty-seven years of age and had taught a total of twenty-five years. He served fifteen years as a superintendent and was the holder of a bachelor's degree, with fifteen semester hours of graduate work.

IV. SECOND PHASE OF STUDY: SUPERINTENDENTS ACCEPTING POSITIONS IN OTHER LOCATIONS AFTER REORGANIZATION

Table IV shows the status of those superintendents who accepted positions in other locations after reorganization effective July 1, 1957. A total of fifteen superintendents accepted positions elsewhere after reorganization. Eleven again accepted positions as superintendents; two became principals. Of the remaining two, one superintendent retired and the other took a county superintendent's position. The ages of these superintendents ranged from thirty-two to sixty-seven, an average of forty-eight years. These fifteen superintendents averaged 15.8 years as superintendent, with a range of two to thirty-five years. The average increase in salary of the thirteen superintendents reporting completely was \$445.00. As shown in Table IV, one superintendent did not report his salary after

TABLE III

AGE, TRAINING, EXPERIENCE, POSITION AND SALARIES OF IOWA PUBLIC SCHOOL
SUPERINTENDENTS REMAINING IN THE SAME SCHOOL DISTRICT AFTER
REORGANIZATION, JULY 1, 1957

Identity	Age	Training						Experience		Remained in Same School After Reorganization As:				Annual Salary	
		BA	BA Plus 15 Sem- ester Hours	BA Plus 30 Sem- ester Hours	MA	MA and Above	Total Years Teach- ing	Total Years As Superin- tendent		Superin- tendent	Assistant Superin- tendent	Prin- cipal	Classroom Teacher	Before Re- organiza- tion	After Re- organiza- tion
50	35					X	11	3			X			\$5,500	\$6,000
51	43					X	9	1			X			4,800	5,350
52	34				X		9	5			X			6,900	6,900
53	40					X	19	9	X					6,400	7,000
54	30				X		7	2	X					5,200	6,750
55	51					X	28	19	X					6,500	7,500
56	42				X		8	5				X		* 5,600	* 6,000
57	40					X	13	7			X			5,600	* 6,400
58	40					X	13	9	X					* 5,500	* 6,300
59	45				X		24	12	X					6,700	7,000
60	29				X		7	3	X					5,500	7,500
61	48					X	23	16	X					7,800	9,000
62	41		X				19	15			X			6,000	6,000
63	49					X	29	26	X					6,750	7,500
64	57		X				25	15					X	* 4,500	4,700
65	37				X		10	6			X			* 5,000	* 6,000

*Indicates additional \$600, for housing facilities, as estimated by State Department of Public Instruction.

TABLE III (continued)

Iden- tity	Age	Training					Experience		Remained in Same School After Reorganization As:				Annual Salary	
		BA	BA Plus 15 Sem- ester Hours	BA Plus 30 Sem- ester Hours	MA	MA and Above	Total Years Teach- ing	Total Years As Superin- tendent	Superin- tendent	Assistant Superin- tendent	Prin- cipal	Classroom Teacher	Before Re- organiza- tion	After Re- organiza- tion
66	54					X	31	20		X			\$ 5,400	\$ 5,400
67	48				X		18	12			X		5,300	5,600
68	33				X		9	2	X				6,000	7,500
69	29				X		7	2		X			5,400	5,400
70	51			X			30	25		X			*5,500	*5,500
71	60					X	34	32			X		5,500	5,700
72	51			X			28	18	X				*5,250	5,850
73	33				X		9	4	X				5,700	6,200
74	41				X		9	2	X				5,750	*6,300
75	36				X		11	9	X				7,600	8,200
76	50					X	25	20	X				8,000	9,000
77	60					X	33	26	X				6,400	6,800
78	46					X	28	19	X				7,000	7,500
79	38				X		13	9		X			5,730	*6,100

*Indicates additional \$600, for housing facilities, as estimated by State Department of Public Instruction.

reorganization and one superintendent retired on social security. Any additional salary he may have received aside from social security was not reported; consequently, he was not figured in the salary average. Of the thirteen superintendents reporting, ten increased their salaries and three decreased.

The average increase in salary of the ten superintendents reporting as accepting positions as superintendents was \$623.00. One superintendent taking a county superintendency position accepted a salary reduction of \$600.00. The salaries of those superintendents reporting ranged from \$4,700.00 to \$7,850.00 before reorganization and from \$4,950.00 to \$8,200.00 after reorganization.

Nine of the eleven superintendents held master's degrees, with five of the nine superintendents having completed hours beyond the master's degree. The remaining two superintendents held a bachelor's degree, with fifteen semester hours of graduate credit.

The average age of the eleven superintendents was 45.4, with a range of thirty-two to sixty-two years. They averaged 15.2 years as superintendents, with a range of two to thirty-five. Of the ten superintendents reporting, nine increased their salaries and one decreased.

Of the two superintendents who accepted positions as principals, one principal was earning \$5,700.00 before reorganization, and after reorganization his salary was \$6,100.00. The other principal was earning \$5,535.00 before reorganization, as compared with a salary of \$5,000.00 after reorganization.

One principal was forty-nine years of age and had a total of nineteen years' teaching experience. This principal had served ten

TABLE IV

AGE, TRAINING, EXPERIENCE, POSITION AND SALARIES OF IOWA PUBLIC SCHOOL
SUPERINTENDENTS ACCEPTING POSITIONS IN OTHER LOCATIONS AFTER
REORGANIZATION, JULY 1, 1957

Identity	Age	Training					Experience		Accepted Position In Another Location After Re- organization As:					Annual Salary	
		BA	BA Plus 15 Sem- ester Hours	BA Plus 30 Sem- ester Hours	MA	MA and Above	Total Years Teach- ing	Total Years As Superin- tendent	Superin- tendent	Assistant Superin- tendent	Prin- cipal	Teach- er	Other	Before Re- organiza- tion	After Re- organiza- tion
80	58		X				32	27	X					\$ 4,700	\$ 5,000
81	33				X		8	4	X					5,500	6,100
82	49					X	19	10			X			*5,100	6,100
83	48					X	10	6	X					4,700	5,700
84	40				X		15	13	X					*7,250	8,200
85	37					X	11	7	X					5,000	6,000
86	55		X				35	21	X					4,800	5,300
87	67				X		16	13				Retired		4,200	**
88	33					X	13	8	X					6,570	7,900
89	46					X	22	17	X					5,600	6,500
90	59				X		32	30				County Superin- tendent		*5,400	5,400
91	56					X	28	11	X					5,000	4,950
92	32				X		8	2	X					*4,800	***
93	62				X		35	35	X					*5,000	*5,300
94	46				X		26	17			X			*4,935	5,000

*Indicates additional \$600, for housing facilities, as estimated by State Department of Public Instruction.

**Social Security.

***Not reported.

years as superintendent. He was the holder of a master's degree with additional hours completed.

The other principal was forty-six years of age, with a total of twenty-six years' teaching experience, seventeen years having been spent as a superintendent. He was the holder of a master's degree.

As shown in Table V, fifty-eight of the seventy-seven superintendents with a master's degree increased their earnings after reorganization. Five decreased, ten stayed the same and four did not report. Of those reporting, 79 per cent showed increased earnings.

Of the seventeen superintendents with less than a master's degree, seven increased their earnings after reorganization, two decreased, four stayed the same and four did not report. Fifty-four per cent of those reporting showed increased earnings.

TABLE V

FINANCIAL STATUS AFTER REORGANIZATION OF SUPERINTENDENTS
WITH AND WITHOUT MASTER'S DEGREE

	<u>Master's Degree</u>	<u>Less Than Master's Degree</u>
Increased Earnings. . .	58	7
Decreased Earnings. . .	5	2
Same Earnings	10	4
Not Reporting	4	4
Total	77	17

As shown in Table VI, twenty-four superintendents, or 92 per cent, with ten to nineteen years' teaching experience increased their earnings after reorganization, whereas two, or 8 per cent, remained the same.

Ten superintendents, or 67 per cent, with less than ten years' experience increased their earnings, whereas, five, or 33 per cent, stayed the same financially after reorganization.

1. Eighteen, or 75 per cent, of the superintendents with twenty to twenty-nine years' experience increased their salaries; five, or 21 per cent, decreased and one, or 4 per cent, stayed the same.

2. Twelve, or 67 per cent, of the superintendents with thirty to thirty-nine years of experience increased their earnings; two, or 11 per cent, decreased, and four, or 22 per cent, stayed the same.

3. One superintendent with forty-one years' experience increased his earnings, whereas two superintendents stayed the same.

Salary increases declined percentage-wise with each experience group after ten to nineteen years' experience. Superintendents' salaries tended to increase until they reached the forty-to forty-nine years' experience bracket. However, there were only three cases in this category.

TABLE VI

FINANCIAL STATUS AFTER REORGANIZATION OF SUPERINTENDENTS
WITH VARYING YEARS OF EXPERIENCE

<u>Years of Experience</u>	<u>Increased Earnings</u>	<u>Decreased Earnings</u>	<u>Same Earnings</u>
0 - 9	10	0	5
10 - 19	24	0	2
20 - 29	18	5	1
30 - 39	12	2	4
40 - 49	<u>1</u>	<u>0</u>	<u>2</u>
Total	65	7	14

As shown in Table VII, the age groups with the highest percentage of salary increases were those between ages thirty-one and forty and forty-one and fifty. Twenty-three, or 88 per cent, of the superintendents between

thirty-one and forty increased their salaries, whereas three, or 12 per cent, stayed the same. Twenty superintendents, or 87 per cent, between forty-one and fifty increased their salaries, one superintendent, or 4 per cent, decreased, and two superintendents, or 9 per cent, stayed the same.

1. Fifteen, or 60 per cent, of the superintendents between fifty-one and sixty increased their salaries; five superintendents, or 20 per cent, decreased and five, or 20 per cent, stayed the same.

2. Four of the superintendents between sixty-one and seventy increased their salaries, one superintendent decreased, and two stayed the same.

3. Three of the superintendents between twenty-one and thirty increased their salaries; whereas, two stayed the same.

TABLE VII

FINANCIAL STATUS AFTER REORGANIZATION OF SUPERINTENDENTS
IN DIFFERENT AGE BRACKETS

<u>Age</u>	<u>Increased Earnings</u>	<u>Decreased Earnings</u>	<u>Same Earnings</u>
21 - 30	3	0	2
31 - 40	23	0	3
41 - 50	20	1	2
51 - 60	15	5	5
61 - 70	<u>4</u>	<u>1</u>	<u>2</u>
Total	65	7	14

CHAPTER III

SUMMARY AND CONCLUSIONS

This chapter presents a summary of the data from the ninety-four questionnaires received concerning what happens to superintendents who are displaced as a result of local school district reorganization in Iowa. These questionnaires related to the superintendents remaining in the same school district after reorganization and to those who accepted positions elsewhere. Conclusions are drawn from these data.

I. SUMMARY

This study shows that of the ninety-four superintendents investigated, sixty, or 63.8 per cent, remained in the same school district after reorganization in the following positions:

Superintendent	31
Assistant Superintendent.	13
Principal.	15
Classroom Teacher	<u>1</u>
Total	60

From the ninety-four questionnaires returned, thirty-four superintendents, or 36.2 per cent, reported that they accepted positions in other locations as follows:

Superintendent Elsewhere.	23
Principal.	3
Classroom Teacher	2
Other	<u>6</u>
Total	34

The average salary before reorganization of the ninety-three superintendents reporting was \$5,614.46. One superintendent did not

report his salary before reorganization. After reorganization the average salary of the eighty-six superintendents reporting was \$6,230.34. Eight superintendents did not report their salaries after reorganization.

The average increase in salary of the eighty-six superintendents reporting salaries before and after reorganization was \$556.00. Sixty-five of the eighty-six superintendents reporting were better off financially after reorganization, seven had decreased earnings and fourteen remained the same.

As shown in Tables VIII and IX those remaining in the reorganized district as superintendents received the greatest salary increase, an average of \$850.00; whereas those entering into other school systems as superintendents received an average increase of \$602.00. Those who accepted positions as assistant superintendents, principals, and classroom teachers received smaller increases, regardless of whether or not they remained in the same district.

II. CONCLUSIONS

On the basis of data obtained in this study, the investigator concludes that:

1. Superintendents' positions, in a majority of cases, were not jeopardized by school district reorganization.
2. Superintendents tended to remain in some type of administrative position after reorganization regardless of whether they remained in the reorganized school district or not.
3. Superintendents remaining in the reorganized school district as superintendents received the greatest salary increases.

TABLE VIII

A SUMMARY OF SALARY INCREASES, TRAINING, AGE, AND EXPERIENCE OF SUPERINTENDENTS
REMAINING IN THE SAME SCHOOL DISTRICT AFTER REORGANIZATION,
JULY 1, 1957

Position Held	Number	Increase in Salary	Number with Training		Age		Number of Years of Experience			
			Less than MA	MA and Above			As Superintendent		Total Range	Average
					Range	Average	Range	Average		
Superintendent	31	\$850.00	2	29	29-60	44	2-28	13	7-34	20
Assistant Superintendent	13	497.00	3	10	29-65	43	1-25	10	7-42	18
Principal	15	244.00	3	12	30-60	47	2-39	14	7-41	22
Classroom Teacher	1	-400.00	1	0	57	57	15	15	25	25

TABLE IX

A SUMMARY OF SALARY INCREASES, TRAINING, AGE, AND EXPERIENCE OF SUPERINTENDENTS
WHO ACCEPTED POSITIONS IN OTHER LOCATIONS AFTER REORGANIZATION,
JULY 1, 1957

Position Held	Number	Increase in Salary	Number with Training		Age		Number of Years of Experience			
			Less than MA	MA and Above			As Superintendent		Total Range	Average
					Range	Average	Range	Average		
Superintendent	23	\$602.00	5	18	32-69	47	2-35	15	7-41	21
Principal	3	397.00	0	3	45-49	47	2-17	7	12-26	19
Classroom Teacher	2	-250.00	0	2	53-68	62	17-26	22	23-26	25
Other Jobs	6*									

*1 State Department of Public Instruction
1 Farming
1 County Superintendent
1 Retired
1 Year Rest
1 Unemployed

4. Younger superintendents tended to remain in the same school district after reorganization as superintendents. Administrative experience did not seem to be the determining factor in their reassignment.

5. After reorganization, superintendents who held a master's degree and above fared better financially than those with less than a master's degree.

6. Superintendents with ten to nineteen years of teaching experience had the largest percentage of salary increases, after reorganization, 92 per cent. Salary increases declined percentage-wise with each experience group after the ten to nineteen year experience group. However, superintendents' salaries tended to increase after reorganization in all brackets up to the forty to forty-nine years' experience bracket; however, there were only three cases in this category. The highest percentage of salary decreases occurred in the group with twenty to twenty-nine years' experience.

7. Superintendents between the ages of thirty-one to fifty had the largest percentage of salary increases. The highest percentage of salary decreases occurred in the group aged fifty-one to sixty.

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APPENDIX

APPENDIX

LETTER FROM DEPARTMENT OF PUBLIC INSTRUCTION

December 6, 1956

Dear Fellow Superintendent:

We are attempting to make a study of what happens to superintendents as a result of local school district reorganization. Frequently, inquiries come to our office with such questions as listed below;

1. Does he become superintendent of the newly reorganized district?
2. Does he become principal of one of the schools involved in the reorganization?
3. Does he become a classroom teacher in one of these schools?
4. Does he become superintendent, principal, or classroom teacher of a school that is not directly involved in the reorganization?
5. Does he go into some other work or profession?
6. What is his salary status before and after reorganization?

Enclosed you will find a questionnaire designed to obtain answers to these questions and a self-addressed envelope for your convenience in returning the questionnaire.

We assure you that persons filling out this questionnaire will not be identified in the final results of this study. An attempt has been made to make the questionnaire brief so as not to be too time consuming.

May we please have this questionnaire by return mail. Your kind cooperation will be greatly appreciated.

Very sincerely yours,

/s/ J. C. Wright
J. C. WRIGHT
State Superintendent of Public Instruction

LETTER FROM DEPARTMENT OF PUBLIC INSTRUCTION

December 5, 1957

Dear Fellow Superintendent:

We are bringing the study up to date that was started last year, "What Happens to Superintendents As a Result of Local School District Reorganization?" Frequently, inquiries come to our office with such questions as listed below:

1. Does he become superintendent of the newly reorganized district?
2. Does he become principal of one of the schools involved in the reorganization?
3. Does he become a classroom teacher in one of these schools?
4. Does he become superintendent, principal, or classroom teacher of a school that is not directly involved in the reorganization?
5. Does he go into some other work or profession?
6. What is his salary status before and after reorganization?

Enclosed you will find a questionnaire designed to obtain answers to these questions and a self-addressed envelope for your convenience in returning the questionnaire.

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May we please have this questionnaire by return mail. Your kind cooperation will be greatly appreciated.

Very sincerely yours,

/s/ J. C. Wright
J. C. WRIGHT
State Superintendent of Public Instruction

QUESTIONNAIRE

WHAT HAPPENS TO SUPERINTENDENTS AS A RESULT OF LOCAL
SCHOOL DISTRICT REORGANIZATION

1. Your full name _____.
2. Home address _____
_____.
3. Present school or business address _____
_____.
4. Age _____.
5. College training (1) BA; (2) BA plus 15 semester hours; (3) BA plus 30 semester hours; (4) MA; (5) MA plus (Number of hours) _____.
(Circle the one that pertains to you)
6. Total years of teaching experience in and out of the State of Iowa _____.
7. Total years as a superintendent _____.
8. Year and name of school where you were located at the time of reorganization _____
_____.
9. Did you remain in the same school after reorganization:
(1) YES (2) NO (Circle)
A. If YES, please indicate in what capacity (Circle)
(1) Superintendent
(2) Principal
(3) Classroom teacher
(4) Other (Indicate _____).
B. If NO, please indicate name of present school or school district _____
_____.
C. Indicate position now held (Circle)
(1) Superintendent
(2) Principal

(3) Classroom teacher

(4) Other (Indicate _____).

D. If in business or other profession, please indicate your reason(s) for leaving the field of education _____

_____.

10. Annual school salary before reorganization _____.
(Confidential)

11. Annual school salary (or income, if in business or other profession) after reorganization _____.
(Confidential)

12. Use reverse side for additional comments relative to your status as a result of reorganization.